

# WASHINGTON FIRE CHIEFS

*The very essence of  
leadership is that  
you have to  
have a vision*  
Theodore Hesburgh



## STRATEGIC DIRECTION 2009-2011

**MISSION: WE SERVE, EDUCATE AND LEAD**

DUTY | KNOWLEDGE | HONOR | SELFLESS SERVICE | PERSONAL COURAGE | INTEGRITY | RESPECT



## PRESIDENT'S INTRODUCTION LETTER

Dear Member:

It is my pleasure to present the 2009-2011 Strategic Direction for the Washington Fire Chiefs to our members, associates and partners.

This comprehensive vision was developed with input from the Washington Fire Chiefs Board of Directors, Chairs from each Section, Emergency Management Division, State Fire Marshals Office, and Washington State Association of Fire Marshals, with attorney Rick Gross facilitating the planning process.



The planning retreat was made possible through contributions made by the following WFC Partners: Emergency Services Insurance Program (ESIP), Provident Agency, Emergency Reporting, Wilson Heirgood Insurance, Washington Fire Chiefs Golf Club, Wedbush Morgan Securities, Enduris Washington, Erven, Bong & Associates, and MacIvennie Associates. The Washington Fire Chiefs is able to do more through our vendor generosity and ongoing financial support. We also encourage our members to support those that support us.

Our 2009-2011 Strategic Direction is a continuation of the work begun in 2006. At that time, we defined our mission and established four goals, which have been carefully implemented through the hard work of many individuals, each of whom shouldered a small part of the vision and made it a reality. We thank the individuals and small groups who volunteered their time to the Washington Fire Chiefs and contributed to our collective success. Much has been accomplished in the past three years, and as a result, we are now able to move our vision forward to achieve even more challenging objectives.

As your President, I personally encourage every member and every county fire chiefs association to review our Strategic Goals and find areas that you want to help accomplish. As an Association with a long history of drawing its strength from the fellowship and mutual assistance of our members, we want to put your abilities and perspectives to work for the WFC. As we face the challenges of the upcoming years together, the Washington Fire Chiefs will facilitate and encourage abundant opportunities for collaboration and affiliation as we fulfill our mission: We Serve, Educate and Lead.

I look forward to all of the success that WFC's members are capable of achieving. When we hear from our members that our legislative work made a positive impact on their local operation, we have served. When we see our members participating in our professional development opportunities, we have educated. When we hear stories of those who have personally benefited from their connection with the Washington Fire Chiefs, we have led.

All this is accomplished when we stand together as one and share a common vision. This provides the framework - now we all must DO the rest.

Thank you,

Chief Wayne Senter  
President



## WASHINGTON FIRE CHIEFS

### **MISSION**

We Serve, Educate and Lead

### **VALUES**

Duty | Knowledge | Honor | Selfless Service | Personal Courage | Integrity | Respect

### **FRAMEWORK**

Fellowship | Mutual Assistance | Learning and Growth | Advocacy | Products and Services  
Alliances | Business Strategy

### **OUR STRATEGIC GOALS**

#### **GOAL I**

Be the leading organization for fire service issues

#### **GOAL II**

Build collaborative alliances with organizations that impact the fire service

#### **GOAL III**

Develop competent and confident fire service leaders

#### **GOAL IV**

Develop and implement an effective business strategy



## **GOAL I: BE THE LEADING ORGANIZATION FOR FIRE SERVICE ISSUES**

- A. Influence leaders and decision makers at all levels.
  - 1. Publish legislative reports on a timely basis.
  - 2. The Legislative Committee meets with stakeholders in a non-partisan manner regarding priority fire service issues.
  - 3. Distribute the “Who’s What in Washington” resource book.
  - 4. Develop a succession plan for Legislative Committee and lobbyists.
  - 5. Develop an effective transition plan for the Washington Fire Chiefs Executive Board and staff.
  - 6. Investigate the possibility of holding two Fire Ops 101 events each year.
  
- B. Provide peer resources to assess issues and offer solutions for departments requesting and/or needing assistance.
  - 1. Continue to develop programs (i.e., “No Secrets”) for departments that may not have the resources or experience to deal with priority issues.
  - 2. Actively engage, offer support and build relationships with new and incumbent fire chiefs.
    - a. Identify issues and needs through these relationships and incorporate those subjects into the annual conference educational agenda.
    - b. Write articles for the newsletter based on needs identified in informal discussions.
    - c. Connect outside the classroom and meetings in a way that is timely, responsive, and helpful. Focus on new fire chiefs and chiefs who are not actively engaged with the Association.
  - 3. Encourage organizational planning to lead towards departmental accreditation.
    - a. Actively communicate and market the importance of accreditation.
    - b. Sponsor workshops held in Washington.
    - c. Create opportunities for Washington fire departments to accomplish mile stones that lead towards accreditation (Standard of Response Coverage, SHB 1756 compliance, etc).
    - d. Become a central repository for SHB 1756 reporting documents so other departments statewide have access for contrast/comparison purposes.
  - 4. Create a welcoming environment for social diversity in Washington.
  
- C. Communicate Mission/Vision/Values.
  - 1. Seek opportunities to demonstrate our mission, vision and values.
  - 2. Market the WFC Code of Ethics.
    - a. Bring it to life with examples at conferences, workshops, Board meetings, County Association interactions etc.
  
- D. Provide meaningful and valued member services.
  - 1. Members Resources
    - a. Demonstrate the tangible value of membership.

- b. Improve and market our WFC Document Library / Video Library and other web resources.
- 2. Leadership Investment
  - a. Provide new Section and Board leadership training on resources, communication and proactive tools for success.
  - b. Offer orientation for new officers of the County Presidents Associations.
  - c. Market our services through outreach programs that focus on service and the exchange of the information.
  - d. Emphasize the importance of the connection with the WFC office and the staff.
  - e. Utilize Regional Liaisons to regularly engage County Presidents Associations and Section leaders.

## **GOAL II: BUILD COLLABORATIVE ALLIANCES WITH ORGANIZATIONS THAT IMPACT THE FIRE SERVICE**

- A. WFC leadership will communicate with internal and external entities to advance fire service issues.
- B. Include Associate members as part of the WFC team.
  - 1. Strengthen vendor alliances.
  - 2. Facilitate vendor involvement and integrate them in a meaningful way into our organization.
  - 3. Utilize Vendor Committee and our business plan as a method to communicate and coordinate vendor activities, interests and involvement.
  - 4. Actively seek mutually beneficial outcomes to strengthen our vendor alliance.
- C. Maintain a resource directory of entities with which the WFC considers key to its success.



### **GOAL III: DEVELOP COMPETENT AND CONFIDENT FIRE SERVICE LEADERS**

- A. Allow every member and future member the opportunity to improve through an approved professional development process.
  - 1. Utilize the training officers and fire officer sections as a means for getting the material out to the membership in a practical way.
  - 2. Provide Chief Fire Officer Designation (CFOD) marketing.
  - 3. Encourage fire departments to recognize CFOD as one of the preferred requirements in the chief officer promotion and hiring process.
  - 4. Encourage utilization of the Officer Development Handbook (ODH) and National Professional Development Model (NPDM).
  - 5. Advocate our training needs through the State Fire Marshals office and elsewhere.
  - 6. Promote a training path from entry level positions through Fire Chief level.
  - 7. Provide a linkage for training needs between our association and the Fire Protection Policy Board (FPPB).
  - 8. Ensure all positions within the fire department, operational and support, have clear and achievable path for professional development.
  
- B. Package essential knowledge and skills training for current and existing members.
  - 1. Support the efforts of the Sections and affiliates in the delivery of training for current and future leaders.
  - 2. Identify and provide training opportunities based on the departments community risk, level of development and available resources.
  - 3. Provide mentorship for new members and newly promoted members through our regional liaisons, section leaders and Board members.
  - 4. Coordinate training activities with the training section and the FPPB training committee.

## **GOAL IV: DEVELOP AND IMPLEMENT AN EFFECTIVE BUSINESS STRATEGY**

- A. Identify, develop and enhance vendor revenue sources.
  - 1. Create a revenue stream for the WFC through positive business partnerships such as contractual relationships with vendors.
  - 2. Consider methods to streamline our vendor show by creating one premier opportunity.
  - 3. Identify shared interests with vendors and find ways to support them.
  - 4. Coordinate Chiefs Annual Conference with other activities, Section Board meetings, a larger vendor show, and other state chiefs associations, etc.
  
- B. Reserve funds
  - 1. Set a reasonable goal to build reserves such as 6 months operating expenses.
  
- C. Maintain and enhance the association structure.
  - 1. Support the education and planning committee.
  - 2. Actively seek involvement from each section on the education planning committee to create synergy between the groups and to establish and meet the overall education objectives of the Association.
  - 3. Maintain and enhance relationships with the County Fire Chiefs Associations.
  - 4. Hold an annual meeting with the County Presidents.
  - 5. Empower and strengthen our Sections with shared goals.
  - 6. Form new sections as needed to meet the needs of the fire service.
  
- D. Review and revise the WFC Strategic Plan every three years.



## **WFC SECTIONS - VISION AND GOALS**

### **EMERGENCY MEDICAL SERVICES**

#### **Vision Statement:**

To provide an active influence on the future of EMS.

#### **Goals:**

1. Establish a representative network of fire service based EMS leaders throughout the state. (Build network with fire service leaders, then work out from there.)
2. Develop and maintain an effective bi-directional communications system with fire service EMS leaders. (Become one voice.)
3. Develop and maintain a communications conduit with other stakeholders.
4. Hold a stakeholders' conference - identify needs and opportunities (Feb 09).
5. To be the voice of fire service leadership on EMS issues.

### **FIRE APPARATUS AND EQUIPMENT MECHANICS**

#### **Vision Statement:**

Educate and train vehicle maintenance professionals providing credibility, reliability and cost efficiency. (Encourage recognition of our profession through certification and a responsible approach to equipment maintenance.)

#### **Goals:**

1. To provide the opportunity for every maintenance professional to achieve EVT certifications.
2. To be recognized regionally for improving the quality of emergency vehicle service and repair.
3. To advance the education, training and experience of all vehicle maintenance professionals.

### **INFORMATION TECHNOLOGY**

#### **Vision Statement:**

Utilize technology at every opportunity at the state and local level.

#### **Goals:**

1. To enhance and improve communications.
2. To best utilize our members' time.
3. To decrease financial/ecological impacts.

## HAZARDOUS MATERIALS AND SPECIAL OPERATIONS

### Vision Statement:

The HazMat and Special Operations Section will provide innovative quality training, leadership and influence to emergency responders.

### Goals:

1. Provide innovative training through quality instructors at our annual conference and regional training.
2. Influence legislation and standards development on a state and national level.
3. Through diverse leadership, we will train tomorrow's leaders today.
4. Committed to safe, efficient, professional response.
5. Strive to share our successes and lessons (best practices) learned with other Sections of the WFC.

## FIRE ADMINISTRATIVE SUPPORT

### Vision Statement:

To educate and communicate with all members of our section so they may provide exceptional service and support to the various functions of their fire service organization.

### Goals:

1. Develop a relationship with each WFC Section to determine their support needs.
2. Develop and provide educational opportunities to our members that meet the needs of the functions identified in Goal #1.
3. Provide networking and communication opportunities in a creative, innovative atmosphere.
4. Export the request for information (RFI) concept to the WFC Sections.
5. Market the value of the Section to individual chiefs and support staff throughout the state in order to increase membership.

## PUBLIC FIRE EDUCATION – COMMUNITY OUTREACH SPECIALISTS

### Vision Statement:

Ignite Awareness; Extinguish Risk.

### Goals:

1. Serve - internal and external.
2. Educate - internal and external.
3. Unify public educators and provide leadership.
4. Partner - including other agencies outside the fire service.
5. Promote public relations - area of growth.



## **FIRE TRAINING AND SAFETY OFFICERS**

### **Vision Statement:**

We will be leaders in training, education and safety.

### **Goals:**

1. Meet with the other Section leadership groups on an annual basis to partner on program delivery with the goal of combining efforts, using dollars more wisely and marketing the programs the Sections have to offer.
2. Identify the programs and target customers on an annual basis, by no later than 9 months prior to conference in establishment of the training delivery for the upcoming year.
3. Establish communications and explore collaboration with organizations. Federal, State, Regional, County, and local emergency services agencies in providing training, education, and safety by January 2010.
4. Develop and implement an effective business strategy-to be completed by May 2009. The strategy is to be modeled after the WFC business plan.
5. To provide for succession planning for the Board of Directors
  - a. Maintain regional representation on the Board.
  - b. Encourage diverse department size representation on the Board.

## **FIRE OFFICERS**

### **Vision Statement:**

Bridge the gap from competent to confident fire service leaders.

### **Goals:**

1. Recruit Section members statewide from diverse ranks.
2. Collaborate with other Sections and fire service organizations resulting in coordinated quality development opportunities.
3. Develop a meaningful return on investment for Section members.
4. Transition from tactical level thinking to strategic thinking.

## WASHINGTON STATE ASSOCIATION OF FIRE MARSHALS

### Vision Statement:

It shall be the vision of the Washington State Association of Fire Marshals to be the recognized leader and partner in fire prevention and life safety efforts.

### Goals:

1. Maintain an effective communication network for our membership.
2. Involve our membership in all levels of the organization.
3. Identify, develop and maintain beneficial partnerships with allied professions.
4. Secure stable funding sources.
5. Provide professional development opportunities for the membership.
6. Facilitate national and state code development and interpretation.
7. Provide for the regular, periodic evaluation of the association's strategic work plan.
8. Cooperate in the Legislative process with the Washington Fire Chiefs and other partners.
9. Support Residential Fire Sprinklers in all dwellings.
10. Support the Statewide Prevention Plan.



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Planning Retreat facilitated by President Wayne Senter and Attorney Rick Gross





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